

D.M.A. RETAILER

Retail Merchants Association

VOL. 5

DECEMBER 1947

No. 2

What Santa has in His Bag

Here's the basis for Xmas Trade

By CYRIL BASSETT

What's ahead for the Christmas shopper?

Already the wise ones are going the rounds of the stores. They know there will be more of most "Christmas gifts," new lines to choose from. But it will still pay to get in first for the best and the bargains, for there is by no means buyers' market a general yet.

For the retailer with many more of the cheaper lines to offer it all adds up to beginning of the move back to competitive business with a generally choosier customer to satisfy—one, too, who is not likely to be so free as before with spending on higher price goods.

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Reason for Excise Taxes

Government Defence of its Increases on Automobiles and Many Goods which are Manufactured in Canada

OTTAWA: As far as restrictions are concerned the government plans to curb the dollar shortage in three ways. Some goods are to be shut out of Canada completely while this emergency legislation lasts. Other goods from the U.S. or the dollar area have been placed on a quota system. The third method calls for the control of imports of capital goods.

On capital goods, including machinery and parts, there will be neither prohibition nor quotas. Instead,

(Continued on Page 12)

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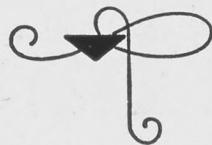
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The First Christmas

In Bethlehem City at even tide about two thousand years ago
The World received the greatest gift its Creator could bestow
'Twas fulfilment of that promise to the Saints and Prophets
given

That unto this World and People a King would come from
Heaven.

Within a humble stable far removed from noise and throng
Mary and Joseph halted from a journey hard and long
And with the manger for His cradle, His bed the cattle's hay,
The birth of Christ our Saviour gave the World its Christ-
mas Day.

Royal robes of kingly splendour with crown of gems and gold
Were unknown in the stable that sheltered Calf and Fold.
But the Child's head was adorned with a sacred ring of light,
Shared only by His Mother in her Divine Maternal Right.

In far off fields of pasture where Shepherds watched their
flock,
An Apparition from Heaven came upon them as a shock,
'Twas the form of an Angel enshrined in Heavenly light,
And fear was upon the Shepherds as they stood in rigid
fright.

As the Angel hovered over them a voice was heard to say
Fear not ye gentle Shepherds for a Star will light thy way,
Glad tidings of great joy to this World I now doth bring
For today in the City of Bethlehem there is born a Saviour
King.

The scene then suddenly changed and the Heavens were
opened wide,
And the Angel hosts sang sweetly as the Shepherds stood
side by side
Glory be to God in the highest were the words they heard,
and then
Peace upon this earth for ever and good-will towards all men.

That Christmas spirit still liveth in every Land and Clime
And the joy experienced in giving shall not grow less with
time.

Peace, goodwill and happiness is the goal we strive to win
And when the World adopts the golden rule there can be
no more sin.

As we celebrate this event with our gifts and Christmas
Cheer

"Tis this spirit that makes today the happiest in all the year.
So let each and every individual in his or her own way,
Give thanks to God for His goodness and for the world's
first Christmas Day.

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THE RETAILER

(UNITY IS STRENGTH)

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Editorial Offices: 808 Great West Permanent Bldg.,
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Christmas Editorial

IT IS a nice custom of ours that at this time of year we send good wishes to each other.

While our wishes were sincere, a lot of us were unable to submit them because of conditions over which we had very little control.

However, 1947, has been different, in that a reasonable amount of construction, planning and work has been carried out with success and more and more of our

personal and business problems have been adjusted so that we can live a more normal life than we did for a long time.

In 1948 we hope to see further advancement in all things that mean so much to all of us. We will have to pull together to keep the peace so hardly won—co-operation in even so modest a form as our Association is a step in the right direction. Through it we can bring about improvements in the retailing industry which will

in turn be reflected in our homes.

We cannot make a success of our Association alone—we need your help. Make a pledge to do your part—sacrifice a little time—MAKE AN EFFORT — it is YOUR BUSINESS.

We send you the Seasons' Greetings, with the heartiest wish that you may indeed have a Merry Christmas and that your 1948 will be a Very Happy and Prosperous Year.

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How's Business?

ONE of the most powerful influences on the course of Canadian business over the coming months will be the further increase in the cost of living. Food, clothing and shelter will probably reach high levels. Current prices have not fully reflected basic conditions, and price controls and subsidies are still factors. The average consumer will likely have less to spend for the non-essentials of life.

Food prices, for instance, still reflect \$1.55 wheat. World prices for wheat are almost double this figure. Next August, wheat will go to \$2.00

a bushel. Meanwhile dairy products show an upward tendency and the world demand for foodstuffs is unlikely to ease the pressure.

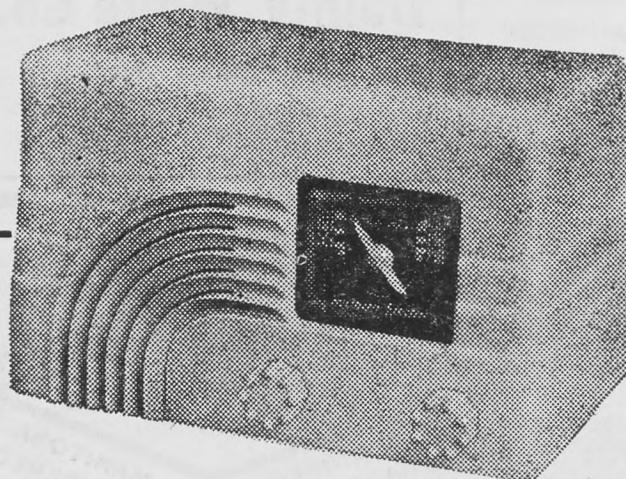
Clothing will also be more expensive. Boot and shoe prices are rising and, although woollens may be in more plentiful supply cotton goods will cost consumers considerably more now that American imports will no longer be subsidized. Cotton fabrics in Canada have been selling well under American prices but costs are rising sharply in Canadian mills. British imports are still limited and British prices are high

in relation to those prevailing in this country. This means that unless Canadian mills can increase their production to take care of virtually the entire domestic demand, the higher-priced imports from the United States alone will force up the average price of cotton textiles in this country.

Rents are bound to follow the rise in other items in the cost-of-living index. Construction costs may decline slightly with increased efficiency of labor and as building supplies begin to flow more rapidly. It

(Continued on Page 10)

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SHOWROOMS



What Santa has in His Bag?

(Continued from page 1)

Here's the score:

Shortages will be few in the main staples of the Christmas trade: jewelry; beauty aids, handbags; men's shirtings, ties, neckwear, pyjamas, hose; women's sweaters, blouses, scarves, lingerie.

For the children there will be plenty of new metal and plastic toys.

For the household, the smaller electrical appliances are in good supply. So, too, are radios.

But there may be a shortage of Christmas candy.

These are the main points in the Christmas retail business prospects as found by The Financial Post in a survey this week. Here are details:

Men's Wear: Shirts, pyjamas, dressing gowns, ties, scarves, are all available in greater quantities and in wider range of patterns and styles, and there's greater choice of merchandise in the medium and low price fields than last year. With prices on all cotton goods certain to rise in the New Year once the supply of subsidized fabrics has run out, the retailers are expecting a Christmas run on these items.

English supply of cottons for the Canadian market still continues poor and for the higher price ranges only: Britain still cannot supply for either the medium or the low price trade. Canadian mills are presently turning out about 25% of the country's cotton needs and no increase in supplies can be expected from U.S. mills, most of which are sold up until the second quarter of next year.

Suitings and overcoatings are in reasonable supply with a greater variety of imported woollens and some imported worsteds now available—but at prices generally 10% up on last year.

Hats are in plentiful supply with

greater choice in the medium and low price fields.

Women's Wear: More plentiful supplies than ever before in all the Christmas lines such as dresses, blouses, scarves, lingerie, stockings, with average buying and no extension of prices except for novelty lines.

Better-than-usual Christmas buying of dresses is expected with resistance to the new fashions lessening.

Furs and fur coats are in good supply in a wide range of prices and styles.

Suits, coats, are in fair supply but these items are not generally sought in purely Christmas buying.

Cosmetics: A wider selection of beauty kits in richer, fancier packagings than ever before will be featured on the drug counters. Precision-built compacts and vanity cases will be back after wartime restriction on their manufacture.

Returning also will be many French perfumes, colognes and toilet waters now being bottled, sealed and packed in France again before export—for the first time since the war halted shipments.

Handbags: A wide range from which to choose, a greater variety of British imports right through to cheaper lines and a smart selection of the newer plastic models in moderate price brackets.

Jewelry: Supply of higher-grade watches and rings is better than last year. Costume jewelry is in good supply, including many imported lines. Lighters of all popular makes and in many styles are considerably more plentiful. Keen competitive lines in pen and pencil sets.

Foods: Christmas fruits are in good supply at prices generally lower than last year. Raisin prices are down by one-half or more on last year with ample supplies coming in from California. New crop Turkish

figs are now arriving at prices 10 to 15% below last year's. Dates are coming in from Iraq at last year's supply levels and little change is expected in prices. Currants are plentiful and cheaper.

Car Accessories: No shortages of most items. Plenty of tires and prices down on last year. Batteries too are near a buyers' market.

Sporting Goods: Wide selection available in skis, skates, guns, rods, tennis rackets, golf clubs. Good supplies available in everything with some cheaper lines. Plenty of all sportswear.

Toys: Canadian manufacturers, whose business has grown five times since prewar days, expect the best year ever despite pressure of competition by increased imports from Britain and Europe.

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The Fight Has Started

C. BRUCE HILL

President of the Engineering, Tool and Forgings Ltd. St. Catharines, Ont, who was elected president of the Canadian Chambers of Commerce at the annual meeting in Quebec City.

AT Quebec last month Canadian business men met in conference. The occasion was the 18th Annual Meeting of The Canadian Chamber of Commerce. For intensity of feeling and purpose it was probably the most effective meeting ever held by organized business. National problems were discussed with refreshing candor, and there was an encouraging understanding of the international threats to our economy.

* * *

Canada's problems were brought into bold relief against a red background. It was noticeable that the slithering of Communism across Europe—and the creep of Communistic and pseudo-Communistic ideas in our own country—sharpened the appreciation of the delegates of the insidious dangers which face business men, large and small. In one way it might be admitted that the Kremlin's war of nerves was having its desired effect. Yet, if the Quebec meeting is any criterion, Canadian business men are not giving in to loose fears but are fighting back.

In the past, business has fended off blows and deceitful propaganda with varying degrees of success. Sometimes the lack of unanimity weakened the defence which business had thrown up. At other times, there seemed to be lacking a dynamic theme to rally those who would support our present system in its progress towards still higher objectives. Freedom of enterprise was a principle which won widespread acceptance. Yet it was not always easy to make the average Canadian believe that such freedom was in imminent danger. In fact, many of our people have even been inclined to accept the swing towards nationalization and socialization as a trend towards increasing the individual's freedom. The thrust of Communism has accomplished what has always been needed to arouse Canadians to an awareness of their present drift. Freedom is becoming everybody's business and it's becoming more than a word.

In his exceptionally able address to the meeting, Rt. Hon. Louis St. Laurent stressed the dangers of Communism in general as well as in specific terms. "To us in Canada, Communism is not merely a matter of ideology. It is a very concrete problem." Said Rt. Hon. Mr. St. Laurent: "We, in Canada, have an economy based upon the principle of multilateral trade and multilateral currency conversion. We buy from the United States commodities to the value of hundreds of millions of dollars more than we sell in that market and unless we can use the surpluses from our sales to other countries to pay for our United States purchases, we will have to cease making these purchases. We are, therefore, vitally concerned in the

prompt restoration of European economies and in the removal of those troublesome threats to peace and stability which block the path to such restoration."

Rt. Hon. Mr. St. Laurent accused the Russian representatives of using the veto power to make the Security Council of the United Nations practically unworkable as the main instrument of securing and maintaining peace. "It is perfectly clear that the Soviet Union wishes to see what it calls capitalistic regimes destroyed and Communistic totalitarianism

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Season's Greetings

and good wishes to all
friends for a Happy and
Prosperous New Year.



CITY HYDRO

established everywhere." For Canada's foreign minister to make such statements is particularly significant. His first-hand experience and unquestioned authority confirmed the lead which The Canadian Chamber of Commerce has taken in its fight against Communism. In addition, it brought into clearer focus the means by which Communism is right now intensifying Canada's major international problems and hindering their solution.

From the opening address of the retiring president, C. Gordon Cockshutt, to the post-conference remarks of the new president, C. Bruce Hill, there was no attempt to minimize the difficulties which confront this country. Mr. Cockshutt emphasized the very definite problems which loom ahead in the field of prices, production, foreign trade, labor relations, taxation and immigration. "These problems," said Mr. Cockshutt, "seem to be more formidable, more fundamental, and more difficult of sound solution than those which seemed to confront us in the earlier post-war days." In discussion after discussion, these obstacles to progress were examined. Dr. R. C. Wallace, principal and vice-chancellor of Queen's University, warned the meeting that "we have to accept the fact that in order to maintain a reasonable export business from our agricultural industry we must make it possible to balance with a considerable volume of industrial imports. Have we given adequate thought," asked Dr. Wallace, "to the products, particularly from Britain, which it would be advantageous to admit to Canada without making that entry too difficult?"

Socialism, the stepping-stone to Communism, received analytical attention by several speakers, with H. Greville Smith, chairman of the executive committee of The Canadian Chamber of Commerce, making the most striking point. He referred to an article written by a British socialist who is now one of the most influential members of the British Cabinet.

In this article, "Can Socialism Come by Constitutional Means?" published in England two years before the present government came to power, the writer advocated the passing by Parliament of a General Enabling Act to socialize industry. "Thereafter all detailed planning was to be done by Order-in-Council and by regulations under ministerial orders.

To prevent any obstruction in case ministers exceeded the powers conferred by Parliament, appeals to the courts against ministerial orders were to be abolished. And finally, the writer foresaw the possibility that the life of Parliament under the constitution might expire before the program was fully developed: the solution for that problem was that the Government should decide when it should hold an election.

"What is left then," asked Mr. Smith, "of our democratic system?"

It can't happen here, you may say. Stanley Jones, president of the Winnipeg Grain Exchange, is one of those who think differently. Socialistic control of the grain business is already a fact. "Who's next?" he asked the assembled delegates.

Although the encroachment of Communism was the thread which ran through the pronouncements

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of the meeting, the policy statement dealt with a dozen or more definite subjects on which the Chamber will base its program for the coming year. The threat of Communism and the misrepresentations of the socialists, however, provided the propellants which drove the meeting forward with an intensity and determination never before equalled.

Although Communism and the Communists are to be further exposed, the result of the Chamber's 18th Annual Meeting will not be a witch hunt. Never before, however, has the danger to our economy been more boldly stated. It cannot help but be followed by a resurgence of interest in national as well as international problems. The National Affairs Committees of local Chambers of Commerce and Boards of Trade throughout the country will develop this interest and business men will be carrying on at the community level across the country. During the past two years the Chamber of Commerce movement has been given a far-reaching importance and a new impetus. Under the compelling leadership of Gordon Cockshutt, it has acquired a persuasive influence, a strong secretariate, and the active support of more than 450 local Boards and Chambers. Under C. Bruce Hill the organization is ready.

Mr. Hill has a virile program to combat Communism and to strengthen the foundations of our free society. Problems are crowding upon us. The challenge is unmistakable. But sound weapons are available. Said the new president: "We are finally waking up to the fact that we have a pretty good country here and that we must fight if we are to preserve it as it is." The fight has started.

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SHORT SHORT STORY

FROM the personal account book of an unidentified businessman—one who would obviously prefer not to be identified:

Dec. 1	Adv. for girl steno.	\$ 0.50
Dec. 2	Violets for new steno.	.80
Dec. 7	Week's salary for steno.	30.00
Dec. 9	Roses for steno.	3.00
Dec. 11	Candy for wife.	.75
Dec. 13	Lunch with steno.	7.50
Dec. 14	Week's salary for steno.	35.00
Dec. 17	Picture-show tickets, self and wife	.80
Dec. 18	Theater tickets, self and steno.	6.50
Dec. 19	Candy for wife.	.75
Dec. 21	Lillian's salary.	45.00
Dec. 22	Theater and dinner with Lillian	21.00
Dec. 23	Miscellaneous.	102.13
Dec. 24	Fur coat for wife.	765.00
Dec. 26	Adv. for male steno.	.50

—C. B. Robinson.

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How's Business?

(Continued from Page 3)

is unlikely, however, that the cost of new construction can come down sufficiently to provide rental accommodation at prices corresponding to the ceilings now in effect. The pressure on the cost of shelter, therefore, will be upward for some time. In fact, the almost entire lack of building in the residential rental field apart from special projects scarcely suggests any relief for some time to come.

This inevitable further rise in the cost of living will lead to obvious

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consequences. Higher wage demands can be expected. Many of these will probably be granted, but if strikes develop, the loss in wages during lay-off periods will counteract the increased wage payments by industry. Moreover, the incomes of many groups will lag behind the rise in the cost of essentials. Thus there will be a noticeable decline in the demand for many types of goods. With production steadily rising, competition will be stimulated and profits in 1948 may reverse the upward trend of the past few years.

While there are yet no convincing indications that retail trade is being curtailed, the rate of gain in monthly dollar sales is being definitely retarded. Instalment selling is increasing sharply, and many stores report a decline in cash sales. The cost of retailing is, of course, rising. Customers take longer to buy; more clerks are required; special services are beginning to creep back. And sales resistance is becoming more noticeable.

The physical volume of retail business is difficult to measure but last year's levels. Dollar volume is larger but the gains of the past three months are smaller than the year before to date.

Taxation

Ottawa is following a policy of cyclical taxation. Now that business

is good, taxes are being kept at a level which will produce a surplus of at least \$500 million and probably substantially more. In the five months ending August, the surplus was \$444 million but this rate is unlikely to continue. And, in large part, this surplus comes from the sale of U.S. funds from our reserves, such sales being considered as revenue. No immediate reduction in taxation, however, is indicated apart from the cuts in corporation rates which are scheduled for January 1.

In fact, the elimination of subsidies represents an added impost on the average consumer and higher living costs will offset the lower tax rates now in effect.

The doubtful factor in the situation is what Canada may be called upon to contribute to the Marshall Plan. It had been hoped that this country would benefit through some type of Hyde Park arrangement whereby the United States would purchase food and supplies in this country for use in extending aid to European countries. Recent reports from Paris, however, suggest that Canada, instead of being a beneficiary of aid under the Marshall Plan, will be called upon to provide a large proportion of the six billion dollars which will be asked of "other" American nations.

Apart from the extension of credit to Britain and other countries, Canada is actually following

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a deflationary policy in taxation and government expenditures. Ottawa apparently is anxious to maintain this policy as long as business is prosperous and as long as inflationary pressures persist. For these reasons, tax reductions have been relatively moderate and the present uncertainty regarding European relief will tend to strengthen the Government's determination to proceed slowly.

Other Prices

The increased cost of living can be expected to show up in higher prices for many industrial products. A belated rise in certain steel prices was recently announced, while higher wages in automobile plants may either defer the introduction of new models or result in higher selling prices.

The necessary price revisions in pig iron, steel billets, bars, rods, plate and sheet will have a pervasive effect on many manufactured goods. Yet according to an official announcement by the president of The Steel Company of Canada, the average price charged by Stelco for its steel products had only increased 1 per cent since September, 1939. This compared with an advance of 63 per cent in general wholesale prices, 85.4 per cent in farm products, and 75.5 per cent in industrial materials. The price increases being considered will average about 12 per cent, bringing average prices of Stelco products about 32 per cent above pre-war.

While the price adjustments which are now being witnessed may represent the last phases of the inflation spiral, and may even be accompanied by lower selling prices for many competitive goods, there is an acute danger in the repercussions which may follow the necessarily higher prices for basic products. The stark fact is that everything seems to point to there being less money available for semi-luxuries in 1948 than there has been in 1947.

One of the more reassuring aspects of the present situation is that individuals generally are freer of debt than they have been for many years. This is also true of most corporations, although the needs for expansion and rehabilitation may reverse this downward trend.

Farmers have been paying off mortgage loans at an amazing rate. At the end of 1937, prairie farm debts amounted to \$169 million. By the end of this year the mortgage debt will be little more than \$40 million. With \$2-plus wheat for the next crop year, the position of the prairie farmer should be further improved. In addition, the large holdings of bonds in the hands of individuals, combined with the somewhat misleading but significant rise in bank deposits, scarcely indicates need for credit deflation.

Instalment sales are likely to continue rising and a generous measure of debt expansion could be experienced without danger.

In the September letter of the Canadian Bank of Commerce there is statistical evidence of a development which is often ignored in considering the trend of wage payments.

According to the bank's figures, hourly wages in manufacturing industries in Canada have increased from an average of 67 cents an hour in November, 1945, to the last reported rate of 79 cents an hour. The effect of this higher hourly rate, however, has all but been wiped out by the shorter hours worked, weekly wages having risen only \$1.68 between November, 1945, and June, 1947, when they averaged \$34.23.

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Reason for Excise Taxes

(Continued from page 1)

various groups of capital goods will have their imports controlled or restricted. This part of the general programme, to be worked out by Mr. Howe, is still incomplete. Any estimate of the savings on American dollars must be tentative and conjectural but, on the basis of last year's figures when we spent approximately \$500,000,000 in the U.S. on capital goods, it may be possible to save as much as \$200,000,000 by means of these controls.

Industrial Check-Up

But that is only one phase of the plan. Mr. Howe will periodically review with Canadian industry its expenditures on imported machinery, equipment and materials. According to Mr. Abbott, Mr. Howe will try to see "to what extent such drains on our dollar resources may be eliminated, reduced or postponed."

This principle contains serious dangers. It may easily be abused. Mr. Howe is given virtual control over large sections of Canadian industry.

One broad principle he is expected to apply is this: Canadian firms likely to increase their exports to the U.S. will have much less trouble in obtaining essential imports from the U.S. than other companies who are not in this position. Further, and this is the most disquieting point, Mr. Howe has the power under the new order-in-council dealings with emergency restrictions to tamper with our trade drastically.

Under appendix 9 of P. C. 4678, he can control any metals or manufacturers thereof not included in the prohibition list or quota list and not including machinery or equipment for use in the agricultural and fishing industries. He also has control over motion picture films.

Now, this is the point. If Mr. Howe is not satisfied with the way things are going, either in Canada or the U.S. he may recommend that any item under his control be transferred to the prohibition list or the quota system, thus intensifying restrictions and encouraging industries in Canada that might clamor for protection and state assistance.

There is considerable uneasiness here in this regard because of the extraordinary use now being made of the excise tax to discourage imports and consumption. There is no doubt that this tax used in this way constitutes a deliberate and unprecedented invasion of the consumer habits of the Canadian people. The government defends this tax by invoking the claims of necessity.

Large List

What is being done under the excise tax? A tax of 25 per cent. will be applied on many goods imported into or manufactured or produced in Canada. The list is extensive. Some representative items are kettles, toasters, waffle irons, juice extractors, coffee makers, toasters of all kinds, curling tongs, permanent

wave machines, razors, vacuum cleaners, floor wax and polishers, electrical or gas refrigerators, stoves, water heaters, oil burners, sporting goods and instruments of all kinds, brushes, combs, mirrors, equipment, motor cycles, outboard motors, musical and many other items.

Where the excise tax already stands at 10 per cent. it is raised to 25 per cent.

Automobiles are particularly affected by this tax. The present 10 per cent. tax is increased to 25 per cent. on the manufactured price of \$1,200 or less. Such a car under the 10 per cent. tax had a manufactured price of \$1,320. Now it will cost \$1,500.

A car costing more than \$1,200 but not more than \$2,000 will be charged 25 per cent. on \$1,200 plus 50 per cent. on the amount in excess of \$1,200. A car costing more than \$2,000 will pay 25 per cent. tax on the first \$1,200, plus 50 per cent. tax on the next \$800, plus 75 per cent. tax on the amount in excess of \$2,000.

It should be emphasized that all these taxes apply to any car that may be produced in Canada as well as on imported cars. In each case the price given is the manufactured, not the retail price. With reference to automobiles particularly though the reasoning applies generally to all items, the government defends the imposition of this onerous excise tax by the following three arguments, while conceding the unparalleled interference it entails in individual freedom to buy what one wishes.

1. It helps reduce our expenditure on U.S. dollars by reducing our purchases of component parts.
2. It reduces consumption in Canada.
3. It diminishes the danger of building up tariff protected companies as they will have to sell their product at a very high price while demand is being deliberately restricted.

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For Christmas Today!

WE RECEIVED SEVERAL CARLOADS OF CARS JUST
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Distributors for Manitoba and N.W. Ontario

445 River Ave.

Sales: 44 395 Service: 43 527

NOTE —

As of Dec. 8th, tax on Electric Stoves and Oil Heaters have since been recinded.

Say "I saw it in the R.M.A. RETAILER," and you'll get quick response.

Apparel Division

Footwear

Dry Goods

Ladies' Wear

Men's Wear

Management Takes a Look at Retail Problems of 1947

Vice President and General Manager, Crowley Milner
Co., and Chairman of the Board of Directors, NRDGA

by Jay D. Runkle

ONE thing we can be reasonably certain about in 1947: No one will be pointing the finger at us retailers for making excessive profits. Most stores are already finding the going a lot harder, and the shrinkage of profits in merchandising has only begun.

Anyone close to the picture knew that all the wartime showing we made was not because we increased

our markup rate on merchandise, but rather that we benefited temporarily from a reduction in markdowns and expenses, and greatly increased sales volume.

Nothing would be more foolhardy than for retail management to assume it can maintain for long these advantages which were dropped into our laps. Our profits are already slipping away in increased

markdowns and expenses, and if sales drop the situation will be still worse.

Retailers large and small will find the following problems growing as the year of 1947 advances:

1. The problem of maintaining satisfactory public relations.
2. The problem of maintaining a reasonable profit.
3. The problem of maintaining

Sole Agents for

Canadian Shirt & Overall Co. Limited Mfgs.

SURES BROS. Ltd.

Wholesale Dry Goods & Importers

246-8 McDermot Ave.

Winnipeg

well-balanced stocks.

4. The problem of maintaining adequate working capital.

1. The Problem of Maintaining Satisfactory Public Relations:

This problem should be broken down into three elements:

- A. Place of retailers in public opinion.
- B. Relations within the store with employees.
- C. Relations in the market with sources of supply.

HAZELWOOD DAVIS CO. LTD.

— Wholesale —

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- * CIGARETTES
- AND TOBACCO

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WE RESOLVE that in 1948 we will benefit every citizen of Greater Winnipeg directly or indirectly by carrying out our

TEN MILLION DOLLAR PROGRAM as quickly as conditions permit.

\$7,000,000 to increase the supply of electricity from our Seven Sisters Power Plant.

\$3,000,000 for extension and improvements to Greater Winnipeg's Transportation System.

WINNIPEG ELECTRIC CO.

"Say I saw it in the R.M.A. RETAILER" and you'll get a quick response.

The Public. ...In the campaign to bring prices down, retailers have very largely been made the goat in the thinking of the buying public. The propaganda on the part of the press and radio commentators to promote the idea of retailers taking a 10 per cent. reduction in all prices across the board is based on the very erroneous belief that retailers are making huge profits and could stand such a cut in prices out of their own stocks.

The people who think this way might be shocked to learn that even in the highest profit year 1946, there were relatively few stores that made a net profit of 10 per cent., even before federal taxes, let alone after the government had taken 38 per cent. for income taxes. After taxes last year, there were more stores that had less than 6 per cent. net profit than there were that had more. In other words, on the average less than 6 cents were retained by retailers in profits out of the consumer's dollar last year. In 1945 this figure was only 3.6 cents, while in the eleven years from 1935 through 1945, it was only 3.46 cents.

The profit after taxes jumped up in 1946 due to the removal of the federal excess profits taxes, which ran as high as 85 per cent. Actually, the markup on merchandise was lower in the year 1946 than in 1945. As has already been pointed out, this period of high profits is over for retailing. Professor McNair of Harvard predicts that retail profits for 1947 will be less than half what they were in 1946. We are well on the way to considerably lower profits and much greater risks.

People should be better informed of the facts about retailing and retail profits. Unfortunately, many people think that stores make all the difference between what they pay for merchandise and what they charge for it, without ever stopping to think that the largest part of this difference goes into payroll, rent, and other necessary expenses.

We retailers have a real public relations job on our hands. It is high time that we get busy making the facts about our affairs known to the public, to our employees, and to government officials.

Employees. Many retailers have found increasing pressures inside

their stores from their employees for higher wages and a shorter work week. Retailing must keep abreast of the march of events in human relations as in other things. Any sound thinking merchant is taking this trend into account; but he also recognizes that he will be forced to obtain more and better production per employee, or his



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ADDING MACHINE &

CASH REGISTER REPAIRS

McCaskey Sales and Service

Pembina Highway & Jessie Ave.

WINNIPEG

payroll costs will swallow up all his narrow profit margin.

Management must assume the responsibility for making it possible for our employees to earn more, but they must actually produce more and actually earn more, or we shall be left high and dry with excessive expenses which will force many stores into bankruptcy.

In the past, retail stores have not attracted the highest type of applicant. Low pay and long hours have kept many good employee prospects from turning to retailing. Now retail management must recognize that it can run a first class institution only with first class people. We must offer much more in the way of pay, security, and working conditions in order to be competitive in the labor market. Higher wages for retail employees are here to stay.

Vendors. Relations with sources in the market are in delicate balance at this time. In times when there is pressure to reduce prices, the retailers are apt to point the finger at manufacturers and wholesalers, and these same sources point the finger back at us, charging that we ask unreasonable markup margins. Again, the sources are not well ac-

RALPH McDONALD LIMITED
NOW

Hanford Stevens

Ken Hanford and "Steve" Stevens announce that Ralph McDonald Ltd. located 241 Portage Ave. (opposite the Post Office) will be known from this date as HANFORD STEVENS. Maintenance of service and quality associated with this fine clothing establishment is at all times the object of these merchants.

quainted with the facts of retailing and do not understand that all is not profit in the retailer's till.

Price Dilemma. Manufacturers and retailers alike are caught on the horns of a dilemma. On the one hand manufacturers have greatly and many of them claim with unquestioned justification that they increased labor and material costs, cannot reduce their prices and maintain the high levels of labor costs and material costs. And yet, they are aware as we are in retailing that the prices they must charge us are already meeting considerable resistance on the part of consumers. If they are compelled to slow down their production on account of the decreased demand for their goods, their cost situation is all the more aggravated.

Retailers are in exactly the same boat. We know that our present prices in many instances are meeting increasing resistance. And yet when our buyers go back into the market to buy more goods, they must pay more for good, desirable merchandise, and not less. So we are forced to sell for less through markdown headaches, and will cause many more and bigger ones in the period ahead.

There is only one way to meet this threat to our profits through

Ontario Garment Mfg. Co., Ltd.

Manufacturers of

LADIES' & MISSES' COATS
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Write to Us for Your Requirements

When in Town Visit our Office

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UNIFORM CAPS

618 Arlington Street

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Winnipeg, Man.

markdowns, and to buy for more when we seek to replenish our stocks. That cannot go on forever. Something has to give.

The position of the retailers should be made perfectly clear in this price situation. Retailers are anxious to sell merchandise, lots of it. That is the only way we can live. We like to have good merchandise that is priced so that customers buy freely. We like to have our manufacturers make at least a reasonable profit, and we want to make a little ourselves.

Sound merchants are smart enough to know that they cannot live and prosper unless they have strong sources of supply. They hope that their sources of supply can bring about orderly readjustment of prices which will meet the public demand without a serious break.

Retailers do not want to see a bad price break, for such a break will bring ruin and disaster to them as well as to their sources. An orderly readjustment of prices is what most retailers want, and they are willing and glad to do everything they can to assist in bringing this about. But such readjustments must start at the source and not at the end of the price line, otherwise many businesses will be crowded to the wall in bankruptcy.

It must be kept in mind that not all prices have risen in the same degree. Some prices have already

been adjusted to a reasonable level. That is why it would be grossly unfair to ask for a flat across-the-board reduction in prices. Such procedure would leave some prices still too high, and some merchandise would be under-priced. Besides, as it has already been pointed out, retailers cannot absorb a flat 10 per cent. loss and live. Price reductions must start at the sources of these prices, for retailers cannot make the reductions out of their own profits without going broke.

2. The Problem of Maintaining Reasonable Profits:

This problem must be approached from two angles:

- A. Merchandising Profits.
- B. Expense Factors.

Merchandising profits are made up largely of markup, purchase discount, and markdown factors. Each one of these factors is now in reverse so far as profit making is concerned.

Markups. Retailers' markup figures are under pressure due to the fact that many manufacturers are raising their prices but making no allowance for any change in the retail price. This results in a lowered markup for the retailer. This process is particularly noticeable among manufacturers who have "name" lies, and who set the retail price on their products.

Discounts. The attempt on the part of many manufacturers to reduce

or eliminate purchase discounts is well known, and this too will come out of the retailer's pocket, for in most cases he cannot change his own selling price. In effect the reduction in discounts has been a hidden price increase which is absorbed by the retailer.

Markdowns. But even more serious to the retailer is the danger of greatly increased markdowns in the period ahead. Markdowns have been increasing steadily since last fall in most stores.

The rate of obsolescence today is far greater than it has been in the last ten years. Changing style factors as well as violently fluctuating price structures are causing many

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J. H. Page, Managing Director

Dealers in
*Fresh and Frozen
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WESTERN GROCERS LIMITED

116 Market Ave. E., Winnipeg

Phone 96 441

K. J. JOHNSTON, Secretary

K. W. ROSS, President

excessive markdowns, and that is through more careful buying and better balanced stocks.

We can no longer buy what the manufacturer has to offer us. We must buy what our customers want us to buy for them.

Expenses. If the markdown bogey-man does not get us, the expense dragon probably will. Very few stores escaped the spending spree of the war period when the government was paying for everything, or almost everything, when excess profits were up to 85 per cent. Increased sales volume covered a multitude of sins, including a lot of extravagant expenses. Store controllers grew quite as careless in controlling expenses as merchandisers did in controlling their merchandising operations.

All our old friends on the expense lines are back as big as life, and sometimes much bigger. Deliveries, extended credits, fancy services, and all the old standbys and some new frills are with us once again. And along with this array of profit-eaters is the biggest expense item of all, a much higher payroll rate with a shorter work week to boot.

I would not say that this higher payroll is all to the bad. Not by a long shot. As a matter of fact it may be a blessing in disguise. It may force retailers to do some tall thinking about getting more for their money through better selection and better training of em-

ployees. It may also force some of us to be better managers so that our employees can actually earn more as well as get more.

3. The Problem of Maintaining Well Balanced Stocks:

Most of our buyers have had experience only during the war period when shortages were the order of the day. We bought what we could get and took it when we could get it.

Before we knew it most of our buyers were overbought and overstocked in classifications and types of merchandise which became easier to get overnight. Consequently most stores turned up at the end of last year with stocks badly out of balance—high in wrong spots, and low in the best selling classifications.

Our buyers will have to be trained to do the following:

- A. To work with classification and price line records.
- B. To do a better planning job.

- C. To select merchandise themselves much more carefully.
- D. To learn to say "No" to manufacturers in a nice way.
- E. To do a better selling job through promotion and training.

"Buffalo Brand" Curling Brooms



Standard Broom Mfg., Co.

Limited

WINNIPEG

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The Robertson Shortbread Co. Ltd.

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Wholesale Bakers of . . .

SHORTBREAD
FRUIT CAKE
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Eastern Agencies Limited

— WHOLESALE —

DRY GOODS — MEN'S LADIES'

and CHILDREN'S WEAR

217 - 19 McDermot Avenue

Winnipeg, Man.

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Mrs. D. Lockhart	Lenore
Brigham Farm Electric	Minnedosa
Sanders & Taylor	Swan River
Valley Meat Market	Swan River
Fred's Grocery	Swan River
Skinner's Electric	Roland
F. B. George	Roland
Rabinovitch Bros.	Morden
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Holt Renfrew	Winnipeg
Osborne Hardware	Winnipeg
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J. Pollick, Hargrave Furn.	Winnipeg
Carter's Auction Rooms	Winnipeg
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Carlton Furn. Exchange	Winnipeg

LIGHTS WHEN NEEDED

"Eye-Saver" is good news to models and others who sit under blazing photographer's lights. Described as dim-bright-dim switch synchronizer, it allows model to sit in normal light while photographer decides on pose, balances light, and focuses camera. As photographer squeezes bulb, lights are raised to full intensity, timed with shutter action, then dimmed again. Florida maker says it makes flood bulbs last longer.

COMPLIMENTS OF

Gray's Wholesale

TOBACCO AND CONFECTIONERY



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A few reasons WHY dealers
 heartily acclaim the new —

Sinclair Salesmaker Catalogue Order Form

- (1) It is a real timesaver.
- (2) Keeps your stock more complete.
- (3) Faster delivery service to you.
- (4) More of your business hours devoted to selling.
- (5) It makes an excellent "want" list.
- (6) It is not necessary to wait for the salesman to call — the mail always goes through!

WRITE FOR YOUR FREE COPY.

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WHOLESALE GROCERS

Winnipeg — Regina — Moose Jaw — Weyburn
 Swift Current — Estevan

Progress Candy Co.

J. SHWARTZ, Manager

MANUFACTURERS OF

High Class CONFECTIONERY

3rd Floor, Traders Bldg., Main and Jarvis

WINNIPEG

MANITOBA

Your Money's Worth

THERE are some countries today where it takes a couple of months' wages to buy a pair of leather shoes. Fortunately that can't happen here. We have waged a campaign against inflation and in a large measure we have succeeded. Nevertheless when one goes to buy a house, or a second-hand car or a roast of beef or a suit of clothes, it is abundantly evident that the Dollar "ain't what it used to be." We think it is fair to say that the Dollar has been buying more honest-to-goodness value in shoes than in almost any other commodity one can mention. True, some customers complain, but then some customers always did complain, and today their complaints are mainly due to the fact that while they've a lot more dollars to spend, each little dollar won't do the work it did some years ago.

The price of footwear has been kept artificially depressed by hide ceilings and subsidies. The Government has now decided to dispense with these means of control. Thus the price will be determined by two factors: (1) Costs, (2) Competition. In the 'Thirties, when these two factors controlled the situation, we were in a period of deflation; costs were exceedingly low and competition was intense, sometimes ferocious. Today, on the other hand, costs have mounted greatly and competition, to a certain extent, is working in reverse, since nations are bidding against each other for scarce raw materials.

Now the shoe trade faces once more the prospect of being on its own without benefit of ceilings, subsidies or control of any kind in this volatile market situation. It would be misleading to suggest that this prospect is viewed with unmixed enthusiasm by the members of the industry generally. The average manufacturer is apprehensive lest he be boosted out of a price category in which he is at present doing nicely. The retailer naturally feels that he is in on the front line and has to "take it" in the difficult field of public relations. The tendency is to start blaming somebody. There is, of course, nothing to be gained in that way. Economic law will continue to function regardless of wails and wishful thinking.

The situation requires a positive approach. Salesmanship is the great need of the hour in the retail business. The retailer cannot make a profit for himself and do a job for his customers without volume and he won't be able to retain his volume much longer without constructive sales work. In order to sell effectively, he must believe in his own merchandise. If he starts comparing prices of shoes today with those of ten or twelve years ago, he will of course lose his sense of proportion. Then leather footwear was at its all-time low. So, too, was the financial condition of the shoe industry, while the total wages and salaries paid shoe factory employees were less than half what they are today. We're living in a different world now. The national income of Canada, which was \$4,367,404,000 in 1937, is now running at a rate

of over \$11,000,000,000 per annum. Eggs which sold at 35 cents a dozen ten years ago are now 65c, and butter which was 31c per pound in 1937 is now 60c. Beef steak has risen in the same period from 32c a pound to 53c. Coal that the householder bought in 1937 for \$12 a ton, today costs him \$18.70.

Look at your shoes in the light of these comparisons and you'll feel that you can sell with confidence, and even if it is necessary to advance prices another notch you will still have the assurance that you are giving the public their money's worth in terms of the 1947 Dollar.

COMPLIMENTS OF

Donald H. Bain Ltd.

WHOLESALE GROCERS

COMMISSION MERCHANTS

Head Office: Winnipeg

Branches: Saskatoon, Sask.; Regina, Sask.; Edmonton,

Alta.; Calgary, Alta.; Vancouver, B.C.; and

Montreal, Que.; Toronto Ont.; Fort William, Ont.

**Season's
Greetings**



To Our Many Friends

in The Trade



Lee's Dry Ginger Ale Limited

Phone 97 718

Leather Markets reaches Critical Stage

Canadian shoemen are watching events in the United States more intently, perhaps, than ever before. The upswing of the American hide and leather markets over a period of many weeks has given cause for concern. While prices at the time of writing have receded from their peaks, light native cows at 28-29 cents are still 10 cents above the Canadian ceiling.*

Whether they will stay there depends largely upon what happens in the Argentine, and Mr. Peron's intentions, as of this date, are a mystery to which presently we have no clue. British buying will also influence the situation. Naturally the Labor Government will not permit the expenditure of scarce American dollars for any-

thing but essentials. Whether they further supplies of American hides in the near future we do not know.

The price of hides today in Chicago is much higher than most prognosticators had expected, and if they do not come down before Canadian ceilings are lifted, then when decontrol takes place—which will certainly be within six months and might be within a few weeks—our market is bound to rise. The result will be, of course, an increase in the cost of making shoes. It is rather futile to try and estimate what the increase may be until the time comes, particularly as it will vary considerably in different types of footwear, but it is well to point out once more that calf leather

which sells at 55 cents in Canada is as high as \$1.20 in the States, also that increases in wage levels have taken place in the Province of Quebec and elsewhere.

Perhaps American hide pieces may come tumbling down before our hides are desubsidized and decontrolled. That would be a very easy solution of the problem, but unfortunately we can't depend upon it. The most one can say is that at the moment it doesn't seem likely. The battle of the bulge in the American market continues, with quotations on many lines of shoes sharply advancing. Canadian shoemen watch from the sidelines with an intensity of interest born of the knowledge that they may soon be into it themselves.

ODOR KILLER

New type of air sanitizer combines operation of ultra-violet ray, electronic tube, and built-in sanitizer; plugs in and operates continuously, with no danger from chemicals, for a penny a day. Odors are said to be destroyed, not masked.

TWO Outstanding Contributions to Canadian Homebakers



FIVE ROSES FLOUR

The Finest All Purpose

Foods baked with FIVE ROSES FLOUR retain their original flavor and freshness for days. FIVE ROSES FLOUR . . . the favorite of Canadian Homebakers from generation to generation.

FIVE ROSES COOK BOOK

A Guide to Good Cooking

191 pages containing over 800 tested recipes, meat charts, cooking methods—every homebaker's introduction to the best in Canadian Cooking.



LAKE OF THE WOODS MILLING COMPANY LTD.
KEEWATIN MEDICINE HAT VANCOUVER

"Say I saw it in the R.M.A. RETAILER" and you'll get a quick response.

Food Division

Groceries Food Meats

FOOD DIVISION EXECUTIVE

President: J. D. Bastable, Winnipeg;
Vice-President, Robert Clements, Boissevain.
President of the Meat Section: R. H. Wright, Winnipeg.

Suggest Jobber Mark-up $\frac{1}{4}$ of Total Spread

This Would Leave $\frac{3}{4}$ for Retailer — Effects of Alleged
Price Discrimination Discussed at Convention

Speaking at the annual convention of the Ontario Retail Food Division of the RMA at the Royal Connaught Hotel, Hamilton, Ont., on Oct. 27, George Christensen, national director, urged the food merchants to meet legitimate competition until such time as supplies became adequate.

Then, he suggested, they would have the opportunity of pushing products they preferred to sell.

"A limited number of customers will pay for clerk service, credit and delivery," he said. "Very few are willing to pay a premium for well-known brands of merchandise in any store. It is a hopeless under-

taking for Bill Smith to try to persuade his customers that a tin of milk or a pound of coffee of a certain brand is worth more in his store than if purchased from John Smith around the corner or from that consumer in his neighborhood a self-serve, cash and carry store up the street."

A great many suppliers had been guilty of telling the local grocer expected to pay him more than they could buy the same products for elsewhere. That was very bad advice, he maintained. If a particular merchant had the most attractive store and the most efficient and courteous clerks within a large

trading area then, he admitted, he might get away with some high prices. But how many stores could qualify for such a rating?

Markups, Mr. Christensen contended, have been gradually reduced due to improved equipment, larger sales, and improved merchandising methods.

Prices Should Be Equal

Dealing with prices charged retailers, he said that suppliers must face the fact that a manufacturer's product was not worth more in one store than in another in same locality. Most grocery buyers served themselves, paid cash and carried their purchases from the store. This fact must be faced when determining the price of groceries.

"Suppliers must forget the idea that neighborhood and other independent merchants can afford to pay premium for merchandise because they can sell at high prices—they can't."

He contended that legitimate manufacturers, processors and

C. & J. Jones Ltd.



Manufacturers of

"Golden Nut"
PEANUT BUTTER

"A quality Peanut Butter since 1917"

GOLD STANDARD

PURE FOOD PRODUCTS

BAKING POWDER
BAKING SODA
EXTRACTS
PUDDINGS
TEA

COFFEE
JELLY POWDERS
OLIVES
SPICES
MUSTARD

With every good wish for
A Joyous Christmas Season,
and
A Full Measure of Health
and Happiness for 1948

The Codville Company, Limited
WINNIPEG

Brandon Saskatoon Prince Albert Hudson

wholesalers were virtually interested in the retailer's welfare. He advised grocers to find out who their friends were then buy from and support them.

"Retailers," he added, "should cooperate with their suppliers to the end that operating costs of both parties be kept as low as possible. Independent food retailers owe it to their suppliers to help them reduce delivery costs and one way to do that is to have uniform days for closing stores during the week in different areas so that suppliers will not be compelled to make extra trips."

The net profits (if any) in the wholesale and retail food industry were made up of many savings and if any of them were overlooked someone was bound to suffer loss. Retailers need never expect something for nothing from their suppliers. Services must be paid for and unnecessary services should be eliminated. Retailers should avoid demanding special services. They should pay bills promptly and confine purchases to a few suppliers.

Referring to markups of wholesalers and retailers Mr. Christensen believed a majority of the trade would agree that the available markup should be divided $\frac{1}{4}$ to the wholesaler and $\frac{3}{4}$ to the retailer.

This would result in both wholesalers and retailers taking a loss on many staples that were sold as loss leaders. However, the sooner the situation was met the sooner it would be dealt with and steps taken "to eliminate discriminatory discounts and other unethical and un-economic trade practices."

A number of manufacturers were mentioned as having co-operated with retailers in establishing minimum prices or stopping alleged loss leader sales of their products.

He added that wholesalers and retailers were worse than dumb if they continued to allow a few greedy individuals or firms to create chaos in the food industry.

The elimination of unfair and un-economic trade practices, the speaker said, would require a great deal of patience and hard work on the part of independents. They must be prepared to fight for "just treatment."

Self-Serve Discussed

Following Mr. Christensen's talk and discussions, J. R. Thomson, head of the Thomson Markets in St. Catharines, Ont., led a discussion on the advantages of operating self-serve, cash-carry. W. S. Jamieson then spoke on care in handling fresh fruits and vegetables to make

them more profitable. John Anderson of London, president of the association, presided.

B. T. Huston of Canadian Grocer talked at the noonday luncheon on the subject of store modernization, methods of operating, and reviewed briefly the supply position of a number of important food items.

In the evening at the annual banquet J. J. Wiley, general sales manager, National Grocers Co., was the speaker. His subject was, "Wholesaler-Retailer Co-operation."

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WHOLESALE
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WINNIPEG, Man.

ATLANTIC FRUIT COMPANY

Wholesale Dealers in

FRUITS ★ PRODUCE

Tobacco and Specialties

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Winnipeg, Manitoba

Opportunity Hammers at our Door

By MRS. R. M. KIEFER
Secretary-Manager

National Association of Retail Merchants

PALM DAIRIES LIMITED



Dairy Products



ICE CREAM BUTTER

THERE is a familiar and favorite saying that opportunity knocks only once. But don't believe it. Opportunity in the United States not only knocks more than once at our doors but keeps hammering away. If we don't open the door, then we have only ourselves to blame.

Particularly in the food business, opportunity keeps turning up on our doorsteps and unless we are sound asleep, we will find ourselves much happier and richer for the visit.

For in this country of ours even in times of adversity, we can find ways to improve our businesses, gain new customers, provide them with greater services and make ourselves thoroughly indispensable.

During the war years, despite the regulations and the shortages which made our heads ache and our backs twinge with overwork, we were able to win staunch friends among our customers by treating all of them fairly, by aiding them in making their wartime dinner tables attractive and ample for the family needs. Those who thus established themselves in the honest esteem of your customers are finding that you have won life-long friends.

That is, you have won life-long friends if you are continuing to do business in the same alert, friendly, courteous and service-giving way.

For today, in the face of the greatest challenge of all time, we still have opportunity unparalleled to

build bigger and better business than ever before—and not on a dollar basis exclusively.

The great challenge, of course, is price—the highest price in American history—combined with keen competition.

In terms of business practice this means that the independent retailer must gain and hold customers although he is forced to charge prices which he himself feels are high.

But, instead of an insuperable obstacle, this situation, too, provides a golden opportunity. For the independent retailer can offer services no one else can offer to the customer who is bewildered as to how she may most wisely and judiciously spend her food budget. And, furthermore, he is in a position to keep his prices completely flexible and competitive, on a day-to-day basis, whereas his corporate competitors may have to await an order from headquarters.

It is the independent retailer who should seize the advantage presented by the thousands of new families now being established and make himself so invaluable to the young housewife in her food shopping that she cannot afford to deal elsewhere. This is business that is worthwhile, if one stops to consider that nearly one-half of the national income and a far greater proportion of the food dollar is spent by women between the ages of 18 and 30 years.

So far as price is concerned, you men who are operating your own

BOOTH FISHERIES CANADIAN Co., Ltd.

WINNIPEG DIVISION

Phones 57 131-2-3

King Street & Sutherland Ave.

Winnipeg, Manitoba

Garfield Weston Buys G. McLean Company

W. Garfield Weston, Canadian baker and industrialist has bought the entire common stock of G. McLean company limited for \$981,500 it was announced Wednesday by George McLean, president and general manager.

G. McLean company limited operates a wholesale grocery business in Winnipeg. The business was started in 1914 and the company was incorporated in 1917. In the

past, control of the company has been held by George McLean, who at the time of the sale held 56 per cent. of the common stock of the company.

This is the second large Winnipeg business to be purchased by the George Weston interests this month. George Weston limited holds control of the stock of Western Grocers limited who recently bought effective voting control of the Blue Ribbon corporation.

businesses can find ways to cut expenses and reduce overhead that no absentee owner can see. You can bring your retail prices down accordingly. Again, you can select the really inexpensive items — the 10- and 15-cent articles—from your shelves and display them so that they provide a large and varied stock of truly cheap foods for the shopper with a limited budget.

Yes, and there are many more things you can do to meet this challenge of 1947 and 1948. The Retail

Merchants Association of Canada, like The National Association of Retail Grocers in the United States, is busy working to aid you in every possible way, and this is one thing of which you must take full advantage. In every phase of your operation there are expert advice and practical helps devised by these associations to further your objective of better business.

Independent retailers have done the lion's share of the work in building the retail food business in the

United States from a \$7 billion business in 1933 to a \$24 billion business in 1947. This hasn't been a matter of luck. It has meant the grasping of opportunity every time it knocked—whether that was in time of recession, war or inflation. It meant hard work, vision and the will to get ahead.

You independent retailers of North America have shown that you like hard work; that you have the vision; and that you intend to get ahead.

That is what it takes—that and the confidence that opportunity has by no means deserted the American front door — to bring substantial and satisfying business success. In the future, as it has in the past, America's independent food merchants have proved themselves under many stresses and strains. I am confident that you will do so again.

STEWART-WARNER

Stewart-Warner Alemite of Canada, Belleville, sete up assembly plant and radio training school at nearby Tweed village, in building formerly owned by Tweed Steel Works. Makes "Alemite" lubricating systems and equipment, car heaters, radios, casters, automotive hardware, etc. Operations at Tweed expected to mount rapidly to working force of 50.



NUTSWEET BRAND PURE PEANUT BUTTER

A Healthful, Complete, Economical Food.

Good for Young and Old

At all Good Grocers

Made in Winnipeg

NUTSWEET PACKING CO.

JANSEN BROS.

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Growers of

POTATOES and
FARM PRODUCE

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298 ROSS AVENUE

WINNIPEG, MAN.

Radio and Appliance Dealers Division

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Mr. E. R. Johnson, Boissevain

Vice-Presidents:

Mr. G. D. Box, Souris

Mr. R. N. Grassby, Winnipeg

Treasurer:

Mr. C. T. Kummen, Winnipeg

Immediate Past-Pres:

Mr. Percy Genser, Winnipeg

Secretary:

Mr. F. M. Boxall, Winnipeg

Chairman of the Manitoba Power Committee:

Mr. S. W. Stewart, Winnipeg

Directors:

Mr. R. C. Ghidoni, Brandon

Mr. Frank Griffith, Waskada

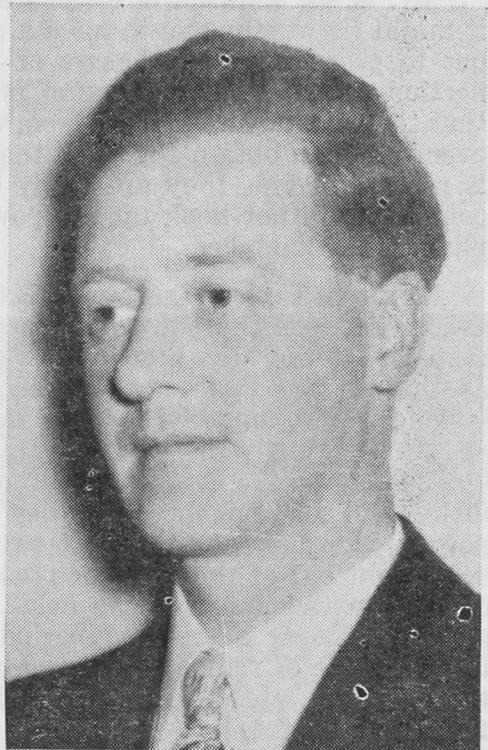
Mr. W. D. Kirkwood, Portage LaPrairie

Mr. J. C. Reid, Winnipeg

Mr. W. W. Rose, Winnipeg

Mr. M. Shere, Winnipeg

Mr. Ralph Mozersky, Winnipeg



Radio and Appliance Dealers FOURTH ANNUAL CONVENTION

Wednesday, October 15th, 1947
Marlborough Hotel, Winnipeg

PRESIDENT PERCY GENSER welcomed the delegation and visitors. He expressed the hope that members would make an effort to attend the meetings of the Association and bring other dealers, for, while the fight against the Manitoba Power Commission had been the most prominent problem in the past year or two, there would be many other and greater problems in the future. Unless the dealers get together they cannot hope to solve these problems.

The chairman then introduced those seated at the head table for the business sessions:

Mr. Langtry Bell, Vancouver, President of the C.A.-R.A.D.

Mr. F. R. Cavers, St. Catherines, Past President and Chairman of Legislative Committee, C.A.R.A.D.

Mr. Wilf. Hodgins, London, President of the Ontario Association.

Mr. A. G. Frame, Toronto, National Trade Section Secretary of the R.M.A.

Mr. Ralph Streb, Saskatoon, President of the Saskatchewan Association.

Mr. F. M. Boxall, Winnipeg, Secretary of Manitoba R.M.A.

Mr. Genser gave a brief summary of the activities of the Manitoba Association for the past year—Executive meetings had been called when required and two country meetings held at Brandon and Portage la Prairie combined with the R.M.A.

Mr. Staten Stewart, Chairman of the Manitoba Power Commission Campaign Committee, stated that Mr. Callahan, former Chairman, had made an excel-

Mr. E. R. Johnson, Boissevain, newly elected President of The Manitoba Association of Radio & Appliance Dealers.

lent job of the ground work of the campaign. A great deal had been accomplished this past year by the Committee in a quiet way, and while a definite solution could not be reported, the Committee had been assured (unofficially) that the Power Commission were not selling appliances in connection with their rural electrification program. No complaints from rural dealers had been received.

Mr. Stewart felt that a great deal of credit was due to Mr. C. I. Keith, Solicitor for the M.A.R.A.D., for the manner in which this problem had been handled. "He is familiar with the political angle, has held us down when we might have stepped out of line, and has done a wonderful job."

The Senior Board of Trade have taken an interest in the matter and a joint Committee has been formed which will meet next week, to discuss what can be done further to assure us that the Commission will not sell appliances at practically cost.

The Manitoba Power Commission will not want to lose their investment in rural electrification — appliances will have to be installed before they will be prepared to put in power. It is now up to the dealers to make sure that the farmer and consumer get the appliances and merchandise they require.

OPEN FORUM FOR DISCUSSION:

The Chairman asked Mr. Wilf Hodgins, Ontario President, to report on Consumer Credit:

Briefly Mr. Hodgins said that "we hope to have

some control of credit in the Province of Ontario. Just what that will be I do not know. We hope to obtain legislation (this is a Provincial Government matter) and we are working on it, but to date we have come to no set agreement between the dealers, other than to agree that a fair minimum rate (10%) should be set by legislation".

Mr. E. R. Johnson of Boissevain suggested that it might be worthwhile to have a circular letter sent out to prospective purchasers of appliances in connection with rural electrification, pointing out to them that they can buy appliances from whoever and wherever they can obtain them, so that when the power is ready to come, they are ready to go. The utility company will not hook up the power unless the appliances are installed.

Mr. John Taylor, Vancouver, B.C. Electric, Liaison Officer between the power company and the dealers, stated that the situation in B.C. was not the same as that in the Prairie provinces. The B.C. Electric supplies approximately 80% of the electrical power in B.C. Originally there was no full coverage of sales by dealers and the B.C. Electric found it necessary to install and sell appliances in order to distribute their power. However, for the past two years they have been right out of the appliance field. When they decided to withdraw from the field, it had to be done gradually—over a ten-year period—having dropped first the sale of radios, then washing machines, then refrigerators, etc., one by one and with the dealers 100% behind them.

"We now have a very strong dealer service in operation. We cannot expect the dealer to know the problems of the utility company—and vice versa. We are fortunate in B.C. in having trained men who understand both, operating in both capacities. The power company must get the load on their lines, therefore the dealers must get out and sell appliances or the Company will have to. Special selling methods are now necessary. Our Special Sales Training Committee is very successful. The manufacturers sup-

port is also required. We are still operating on short supply, but this situation should change within the next few months."

The Chairman thanked Mr. Taylor for his talk—a bit of good will from B.C.—and expressed the appreciation of the Manitoba Association of Radio and Appliance Dealers for the privilege of having Mr. Taylor present at this meeting.

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MONEY SAVING SERVICE

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Distributors of:
Universal Cooler Refrigeration Units and Coils

ELECTRICAL CONTRACTORS



WHETHER YOU ARE WIRING HOUSES IN THE CITY, OR FARMS FOR RURAL ELECTRIFICATION, IT WILL PAY YOU TO CONSULT US ABOUT YOUR LIGHTING FIXTURE REQUIREMENTS.

WE CARRY A COMPLETE STOCK OF FAST MOVING, PROFIT YIELDING LINES, BACKED BY ONE OF THE LARGEST FIXTURE SHOWROOMS IN THE WEST.

VISIT OUR SHOWROOMS—OR WRITE FOR CATALOGUE AND COMPLETE DETAILS.



Schumacher-Mackenzie Limited

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PHONE 92 561

WINNIPEG, MAN.

Mr. Percy Genser then spoke on the salesmanship relationship of the dealer and distributor. He deplored the lack of co-operation between manufacturer, distributor and dealer salesmanship. All salesmen should know their merchandise, know what they are selling and how to operate it. Salesmen should be trained, and this applied to both the distributors' salesmen and the dealers' salesmen. Dealers should not buy goods unless they know what they are buying—all merchandise being made cannot be sold. Dealers should clear out the poor goods and not go back for more—make certain that you know what you are selling. The retail salesmen should not sell merchandise without instructing the consumer in the operation of their purchase. If the consumer is properly instructed and shown the operation of the appliance when making the purchase in the store, calls for assistance and many complaints will be eliminated. Technicalities should be left to the service man, but all other details should be fully understood so that

the consumer may intelligently use and get the full benefit of their appliances.

At the semi-annual meeting of the Canadian Association held in the spring, the slogan adopted was

Fast Moving BRANDS *made by*

BURNS

"PIONEER PACKERS OF CANADA"

*mean a BIGGER
TURNOVER
FOR YOU*

Commercial Refrigeration
For Every Requirement

"HOBART" CHOPPERS

SLICERS — COFFEE MILLS — MEAT SAWS

DAYTON SCALES

FOOD STORE EQUIPMENT

RYAN BROTHERS
Western Ltd.

WINNIPEG

VANCOUVER

It's Just Natural
To Say . . .
**DYSON'S
PICKLES**
Please!

— NEW PACK —
Put Yours on Display
To-day

DYSON'S LIMITED

WINNIPEG, MAN.

TABER, ALTA.

Canadian Owned — Canadian Controlled

"Selling Days Are Here Again!" This slogan is very apt.

Get after the distributors and manufacturers to teach you, as dealers, all about how they would like an article sold—one article at a time. If they want the job done, they must train you and your salesmen—that is their business. Properly trained men will do business. Follow this up by salesmanship courses in your organization — there are lots of splendid courses available — booklets are issued by many of the manufacturers. Give your salesmen less articles to sell—give them the knowledge of each article that they should have in order to sell them and instruct the consumer, and even though times may become tough they will sell them. Specialized salesmanship is the answer!

- (1) We all have definite responsibilities—the first is the dealers' responsibility to his manufacturer or distributor. We are inclined to pan the manufacturer but we do have a definite responsibility to our suppliers — the first requisite of which is loyalty.
- (2) The manufacturer has an equal responsibility to the dealers—too long has the dealer been treated as the poor relation in the industry. We should be taken more into the thinking and confidence of the manufacturer than we have been. Distributors can also be at fault. I believe we should get right out into the open together and solve our problems. In order to sell merchandise we should only have to say "We want to help you—we want you to help us sell it". Dealers, distributors and manufacturers should deal with problems that arise—not let them fester. We can all work together and in that way alone we shall have the needed "better" industry.
- (3) Then there is the dealers' responsibility to his fellow dealer. We get together like this and accomplish what we could not do separately. In dealing with a fellow competitor you should have just as high a code of ethics as you have in dealing with others. Remember, 80% of the retail business is done by independents. Never forget it! Retailing is a profession—keep your standard high.
- (4) We all have a responsibility to the public. I do not think I can put this into words for you any better than your President, Percy Genser, did this morning. I am taking his message back with me—it was very fine, terse, short—to the point

—a message about our duty to the public. THEY are the greatest factor.

"THE INDUSTRY CAN BE BETTERED — IF YOU ALONE WILL BETTER IT — I thank you!"

Self-Serve Shoppers Buy More



Make your shopping service more convenient by installing the TOTE-CART—the modern steel cart which is stronger, more durable and serviceable than any you have seen. Write or wire for particulars and prices of the TOTE-CART and genuine galvanized wire baskets.

The Kelly Butchers' Supply Co.

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Phone 22 563

WESTON'S

Creamy Crackers

Always FRESH and DELICIOUS



Western Johnston Sales Ltd.

WINNIPEG

CANADA



Directors of the Canadian Association of Radio and Appliance Dealers and newly elected Directors of the Manitoba Association, shown at the Head Table:

Left to Right: Frank Griffith, Wasada; Ralph Streb, Saskatoon; A. G. Frame, Toronto; E. W. Stevens, Winnipeg; Staten Stewart, Winnipeg; Wilf Hodgins, London; M. Shere, Winnipeg; Fred Cavers, St. Catherines; Percy Genser, Winnipeg; Langtry Bell, Vancouver; E. R. Johnson, Boissevain; C. T. Kummen, Winnipeg; John Taylor Vancouver; J. C. Reid, Winnipeg; F. M. Boxall, Winnipeg.

"Say I saw it in the R.M.A. RETAILER" and you'll get a quick response.

Reports by Presidents of other Provinces:

The Chairman pointed out that the delegates were indeed fortunate, in that all the Provinces with the exception of Quebec and Alberta, were represented here.

Mr. Genser then asked Mr. Ralph Streb, President of the Saskatchewan Association to speak.

Mr. Streb: "The situation (consumer credit) is really not any different in Saskatchewan — except that we have a C.C.F. Government. We attempted to bring in legislation to control credit. The Retail Federation sent representatives from the East to help bring it about (it is an obligation of the Provincial Government). We proposed a carrying charge—down payment of at least 10%—time limit of not more than 36 months. I cannot report a solution to our problem—at present the matter is being allowed to drift. Credit has not been abused so far. It might be noted for your information that the Province cannot legislate on actual rates of interest—this is a Dominion Government matter.

Mr. Wilf Hodgins, president of the Ontario Association, re. the Legislative Committee, stated that "we all have mutual problems. Because the Ontario Association are geographically situated where the manufacturers are, three men act as a Legislative Committee under the Chairmanship of Mr. Cavers. It is often necessary to work very quickly or else we might be in trouble. That is why the three of us were appointed to take matters up immediately. Manufacturers are supporting us 100% and are only too pleased to have a policy adhered to—we have a mutual understanding.

Our Ontario Association is very strong. Last spring at our meeting our banquet was sold out—760 manufacturers and distributors were included. You

DOMINION**Envelope & Cartons (Western) Limited**

Manufacturers of

ENVELOPES - SPECIALTY BAGS - WAX PAPER

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WRAPPERS - ETC. SET-UP & FOLDING

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- ★ Prompt and Efficient Distribution or Forwarding.
- ★ Pool Car Service from Montreal or Toronto.
- ★ Regular Schedule 5th Class Pool Car Service to Major Western Points.

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YOU CAN DEPEND ON

Manitoba Cartage & Storage Limited

GEO. A. KEATES, Managing Director

345 Higgins Ave.

Winnipeg, Man.

CARTAGE AGENTS

CANADIAN PACIFIC RAILWAY

must also get distributors working behind you the same as the manufacturer is working behind us in the East. Mr. Cavers and I went to Montreal recently on behalf of your Association. We cannot make a success of the National Association unless we have the help of all of you. We are getting the support of the younger fellows. We have a nice increase of members in Ontario each year (we have a million problems) but I do not know of anything better or to more advantage than for everyone here to make a pledge to do his part to keep this organization going. Pick out some dealer in your town or city and get him to take as much interest as you do—and bring in a new member. MAKE AN EFFORT! Sacrifice a little time. It is YOUR business. Everything else is organized! We have as yet to get enough vim and vigor into our Association.

Mr. Langtry Bell, president of B.C., reporting on activities in B.C., said that they had been busy with a number of things, but in particular with the 5-day week program, which had required a lot of effort but which was successful—they now work only five days a week.

With regard to Credit legislation, they had asked for Order No. 225 to remain until the legislature reconvened after the lifting of Controls. In the meantime scrap books had been compiled—which definitely showed the need of control. This matter is being followed up.

Fred R. Cavers, Past President and Chairman of the Legislative Committee of the National Association,

Mr. Cavers: "I have had the pleasure of representing, together with Lee Hartman and Wilf Hodgins, the organization from a legislative standpoint. We have become quite well acquainted with the manu-

facturers in the last four years. It has been our custom after each spring executive meeting, to have a meeting with the manufacturers and distributors to place our problems fairly before them and to hear what they have to say about them. The last of

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THIS YEAR MARKS OUR 26th YEAR OF
PRODUCTION AND SERVICE FOR
RETAILERS THROUGHOUT
WESTERN CANADA

F & F Freed & Freed Ltd. *Winnipeg Man.*

Manufacturers of Better Quality Men's & Boy's
Work and Dress Pants

YOUR CUSTOMERS WILL BE LOOKING FOR



"DREWRY'S"

DRY GINGER ALE
CRYSTAL SODA
LIME RICKEY
TOM COLLINS

*DISPLAY THEM
PROMINENTLY*

Compliments of
Dominion Glass Co. Ltd.

WINNIPEG. MANITOBA

MANUFACTURERS OF

IMPROVED JEM FRUIT JARS

Made in the West — For the West

March in Toronto we held the Convention of the National Association. Early in April we met with the manufacturers and I would like to report to you that the refrigerator, range and radio manufacturers have told us they are very satisfied with the way that we have conducted our organizations, and they are pleased to go along and carry out their plans for another year. Their plans embody the endorsement of our code of ethics.

Recently the radio manufacturers convened at Niagara and the C.A.R.A.D. was represented.

Some time ago it was suggested that in order to have a successful Association, we should invite manufacturers and distributors to come along with us. After some discussion it was proposed that we should have an Electrical Council made up of all branches of the industry. Because of the effort necessary to form our own Association we did not feel we would like to promote this Council and the idea was passed along to the manufacturers. In the past year and a half this Council has been formed. It is made up of representatives from the different manufacturers and from privately owned to publicly owned distributors, and dealers. Mr. Brown, of the Northern Electric Company, at the meeting held in Niagara, made continual reference to the work done by our Association, kind references.

New Dealers: There are a lot of new dealers with us—a lot of returned men. We welcome them and hope they will be credit to themselves and to the industry that they have chosen. There isn't anybody with a monopoly on ideas. In order to consolidate your position in the industry you must merchandise "actively." Uphold your Association slogan "Quality, integrity and service". Work together to better the industry and solve our problems."

Mr. Genser, retiring President, thanked the mem-

bers for the excellent support they had given him and his Executive in the past, and introduced his successor, Mr. E. R. Johnson, requesting that they extend to him this coming year, equal assistance.

Mr. Johnson thanked Mr. Genser, the delegates and members, expressing the hope that Mr. Genser would give him the benefit of his experience in carrying the responsibility of the office, and that the members would co-operate to make the coming year a success.

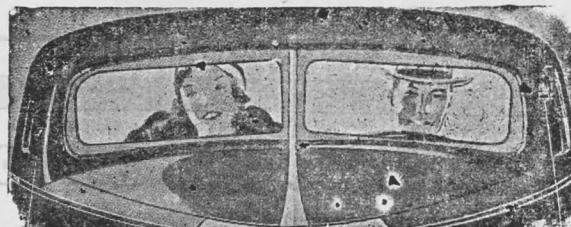
EXCELL PRODUCTS OCCUPY NEW PREMISES

Marking a big step forward in the growth of the company, Excell Products Company, organized in 1936 under the capable management of W. F. (Bill) Auger, for the production of Frost Shields and other auto accessory items, have now moved into their new and spacious premises at 1041 Erin St., just North of Ellice Ave.

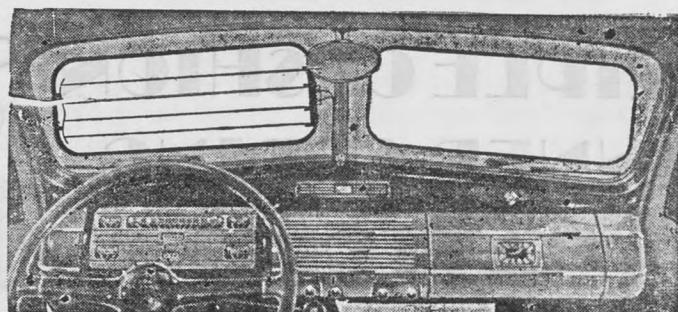
Mr. Auger, who has been associated with the automotive business since 1927, is restrained in his expansion program mainly by the shortage of raw materials. The company also produces and distributes tube repair kits, gasket cement, radiator sealing compound and radiator flush.

Order Early

TO ASSURE YOUR 1948 SUPPLY OF



KLEER - VISION Frost Shields & Defrosters



AUTO SPECIALTIES

Gasket Cement (Shellac) - Patch Repair Kits

Rad-o-Seal - Rad-o-Flush

ORDER THROUGH YOUR JOBBER

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PRODUCTS MADE IN THE WEST

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INNER SPRING
MATTRESS**

Can give you as many Features

No Tufts

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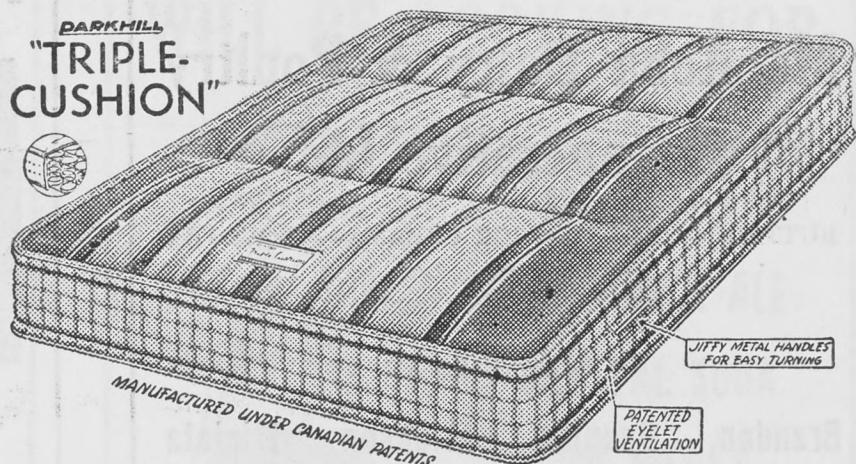
No Hollows

MADE EXCLUSIVELY IN CANADA

BY

DARKHILL BEDDING LIMITED,

WINNIPEG



Furniture Division

Manitoba Retail Furniture Assoc. Formed

Meeting held on October 14, 1947

Marlborough Hotel

CHAIRMAN: Mr. E. W. Stevens

President of the Manitoba Branch, Retail Merchants Association of Canada, Inc.

Mr. Stevens welcomed the visitors and furniture representatives and introduced Mr. A. G. Frame, National Trade Section Secretary.

Mr. Frame explained that the members of the Ontario Retail Furniture Dealers Association who were present on this occasion had been touring the West to organize Provincial Furniture Sections, to form a National Retail Furniture Association affiliated with the Retail Merchants Association of Canada, Inc. These men were sent West by the **Ontario Retail Furniture Dealers Association** because they were so enthusiastic over the success of their organization in Ontario, that they reasoned a Canada-wide Association would have a great deal more prestige and influence.

Mr. Frame then asked Mr. Willard to speak.

Mr. A. E. Willard, immediate Past-President and founder of the Ontario Retail Furniture Dealers Association, reviewed the history of the Ontario Association—the ups and downs of organizing and the wonderful success that had been achieved.

He felt the main objectives of a National Association were to establish a code of ethics—a definite standard of trade practices; post-war continuation of fair credit terms, if necessary through legislation in each Province. The vital problems which bedevilled the trade as a whole, could be solved only by 100% co-operation by the furniture dealers, and inter-Provincial co-operation would be of great benefit to the entire trade.

The Chairman then introduced Mr. John Thomson, President of the Ontario Retail Furniture Dealers Association. Mr. Thomson corroborated Mr. Willard's statement that the organization of furniture dealers in Ontario had been of great assistance in curbing unfair trade practices. He enlarged upon a few of the most flagrant cases dealt with in Ontario which had been successfully eliminated by the Association.

Open Forum for discussion:—

Mr. McKeag reviewed his experience with the Warehousemen's Association, stating that the standard of the industry had been raised to the point where it commanded public respect, by the efforts of this group of men. He felt that a great deal of benefit was to be derived from a furniture dealers' Provincial and National Association.



Mr. J. C. Reid, Reid Furniture Limited
490 Portage Ave. newly elected President
of the Manitoba Retail Furniture Dealers' Association.

"From what I hear of practices in the furniture business prior to the war, no clear-thinking business man would want to revert to these practices. Try and eliminate evil practices—a National Association would be of great benefit. Build confidence in the public mind."

Election of Officers

President: Mr. J. C. Reid, Reid Furniture Ltd., 490 Portage Ave., Winnipeg.

Vice-President: Mr. J. R. Bottomley, J. R. Bottomley Furniture, Brandon, Man.

Directors: Mr. M. Mozersky, Manitoba Furniture Company, 355 Ellice Ave., Winnipeg.

Mr. T. Whitworth, McKeag Furniture Store, 723 Portage Ave., Winnipeg.

Mr. E. N. Posner, Lords Furniture Store, 1364 Main St., Winnipeg.

The CHAIRMAN expressed the feeling of the meeting when he moved a vote of thanks to the visitors for their generous contribution of time and energy toward this project.

Mr. John Thomson replied.

Adjournment moved by Mr. Mozersky.

National Retail Furniture Association Born in West

Firmly rooted in British Columbia, Ontario and Quebec and with working-groups set up to organize divisions in Alberta, Saskatchewan and Manitoba, the new national retail furniture dealers' association is now an established fact. Maritime merchants are being invited to join and a delegation of Ontario dealers will carry a personal message of co-operation to Nova Scotia, New Brunswick and Prince Edward

Yuletide Greetings to our Friends and Customers

From the Staff & Management of the

W. C. Junior Wear COMPANY LTD.

If you plan on spending the holidays in Winnipeg we will be only too glad to display our complete line of spring samples.

4th Floor, Nokomis Bldg. Ph. 29 667

Portnuff Bros.

J. TADMAN, Manager

— WHOLESALE —

HARDWARE

ENAMELWARE

CROCKERY

Phone 56 288

262 Jarvis Ave. Winnipeg, Man.

Island at the first opportunity. The chairmen of the various provincial divisions will comprise the executive of the national association and elect the national president.

The aims and motives of the Dominion association were laid before Western dealers by President John Thomson, Past-President A. E. Willard and Secretary A. G. Frame of the Ontario Retail Furniture Dealers' Association in a series of conferences which began in Vancouver on October 1st and ended in Winnipeg on October 14th. Fred Given, editor "Furniture and Furnishings" was a member of the party and spoke before several of the gatherings on trade topics.

British Columbia Organized

High enthusiasm and hospitality set the stage for the opening in Vancouver, where B.C. furniture retailers and manufacturers had scheduled a two-day conference. Already well established and very active, the furniture division of the British Columbia RMA under the

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LIMITED

HEAD OFFICE: MONTREAL

Factories:

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ST. JOHNS, QUE.

PORT HOPE, ONT.

93 LOMBARD ST.

WINNIPEG

MANITOBA

chairmanship of Jos. Bragg unanimously agreed to join hands with dealers of the other provinces in a national association.

MEETING OF THE FURNITURE EXECUTIVE OCTOBER 15th, 1947 RE FORMATION AND ORGANIZING PLANS

Mr. Frame spoke, giving suggestions for procedure and regulations. Information will be forwarded from Ontario regarding the Furniture Section, and the Manitoba Section should consider recommendations to be presented with regard to drafting up a Constitution for the Canadian Retail Furniture Dealers Association.

The Dominion Board of the Retail Merchants Association of Canada, Inc. will meet in January, at which time comments will be welcomed.



Some of the Manitoba dealers who voted to join a national furniture dealers association at Winnipeg Meeting.

"Say I saw it in the R.M.A. RETAILER" and you'll get a quick response.

HARDWARE DIVISION

Tools Paints Sporting Goods

Building for the Future

We, as a body of business men, will not forget for many a day the difficult times that have been experienced by all in business for the past six years and the methods that were necessary for us all to conduct our business.

Not one of you was able to buy what your trade required either in Quantity, Quality, or Service. You were given allotments by your suppliers; you, in turn, allotted these supplies to your customers. Appreciation was given and taken as best filled the circumstances. This condition still exists in quite a few of the very essential lines on Building Materials and Household Appliances. Time, and Time only, will overcome these deficiencies.

In "BUILDING FOR THE FUTURE" I believe that the majority of you have your plans started or have in mind some of the things you want to and would like to do when the opportunity develops, such as:

- NEW STORE FRONTS
- NEW, MODERN FIXTURES
- NEW DISPLAY TABLES
- NEW LIGHTING FIXTURES
- NEW, ENLARGED FLOOR
DISPLAY SPACE

and possibly, the most important item:

ALERT, INTELLIGENT SALES PERSONNEL

These are all valuable assets to any store and business. The most important thing to be built into this Structure is, however, in my estimation: "CUSTOMER GOODWILL".

No one can measure "GOODWILL" by the dollar yardstick; that is, if he intends to build a business that will perpetuate his name in the years to come in; "BUILDING FOR THE FUTURE" he must emphasize "CUSTOMER GOODWILL".

If we keep the four major CORNER STONES definitely in all our and our employees' minds, the future of your business will, I am sure, be both profitable and pleasant.

The FOUR CORNER STONES are:

- 1st CUSTOMER GOODWILL
- 2nd KNOWLEDGE
- 3rd SERVICE
- 4th TRUTH

Let us deal with each of these Corner Stones individually:

1st CUSTOMER GOODWILL

The creation of goodwill should be instilled into every man and woman you employ from the delivery man to you, the owner or manager. For example, you should try and remember your customer's names—people like to be called by name. Always acknowledge a customer's entrance to your store even if everyone is busy. Do not forget the youngsters; make them welcome, they are your present and future customers.

2nd KNOWLEDGE

(Knowledge of the goods you have on display for sale)

The retail hardware dealer is I believe, and you will agree, the greatest specialist in the retail business that we know. Both he

HARDWARE DIVISION EXECUTIVE

President: C. W. Wright, Winnipeg;
Past President, Alderman F. L. Chester,
Winnipeg; Vice-President: D. Rosenthal,
Winnipeg; Directors: E. R. Johnson,
Bossevain; J. Barradell, Strathclair; J.
B. Pratt, W. White, A. Malofie, T. J.
Tadman of Winnipeg.

and his clerks are expected to be specialists in lines such as

ELECTRICAL APPLIANCES
PAINTS AND VARNISHES
BUILDER'S HARDWARE
CARPENTER'S AND
MECHANIC'S TOOLS
SPORTS EQUIPMENT

LINGERIE
BLOUSES
SKIRTS

Manufactured in Winnipeg
and Sold by

ALL LEADING STORES
FROM COAST TO COAST

SuperCraft Ltd.

4th Floor Peck Building
WINNIPEG MANITOBA

PLATE MIRRORS

Make Beautiful Practical Gifts

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Our Complete Display

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PERFECFIT GLOVE CO.

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DRESS GLOVES
Gloves of Quality
and Perfect Fit
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409 Nokomis Bldg. Winnipeg, Man.

CAMBRIDGE KNITWEAR MILLS LTD.

Phone 21 317

WHITLA BLDG. — ARTHUR ST.

Winnipeg Canada

Ladies Kraft

MANUFACTURING CO. LIMITED
Established 1922

Makers of
DRESSES FOR WOMEN
& CHILDREN

Phone 22 301
250 McDermot Ave.—Winnipeg, Man.

CHINA WARE, CROCKERY,
GLASSWARE
HOUSEHOLD UTENSILS
AND GADGETS
FARM EQUIPMENT
Etc., Etc.

which makes me say that when new lines are introduced, more time should be allotted to getting yourselves and your sales staff interested and acquainted with them.

The salesman selling should first know the line he is introducing to the dealer. The Wholesaler and Manufacturer will require to do this, it is part of their function and service to do so.

Far too many lines have been sold to the Dealer in the past by Salesmen who acquired only partial knowledge of the salient points of the article and the Dealer and his clerks had to make their own sales headway with the line.

This is a most important point as pressure all around us in an endeavor to get consumer business will increase quite rapidly. We should plan now to gather more sales development knowledge of the lines we are offering to the public.

With knowledge, I believe it is easier to sell quality goods at reasonable prices than to sell cheap good at a cheap price.

Hardly does any business day pass without something new in merchandise being developed and I would suggest here that store meetings be held at regular intervals to discuss not only new goods,

STANDARD KNITTING COMPANY, LIMITED

Manufacturers of
JUMBO CURLING SWEATERS
With the exclusive patented Non-Sag shoulder and arm hole.
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and
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Dingwall Building

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AND DRESSES

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Manufacturers of

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For Men and Boys

CLOTH & FUR CAPS — FELT
AND UNIFORM HATS

Latest Styles and Patterns

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Winnipeg Phone 26 325

"WESTERN MADE
FOR WESTERN TRADE"

Utility Glove COMPANY

S. Rose — M. Rose

Manufacturers of
COTTON, JERSEY AND LEATHER
FACED WORK GLOVES,
LEATHER MITTS AND GLOVES

Phone 27 705
164 Princess St. Winnipeg, Man.

but to improve the knowledge of the lines being carried in stock. Also, encourage the trading of Trade Magazines and the better type of Periodicals offered to the public, these all carry very instructive advertising information.

Knowledge not only builds confidence but it develops better and more profitable sales.

3rd SERVICE

Great demands have been made on you in every way for different types of service. These demands will continue as long as there is business to be done. Whatever service you are offering, render it cheerfully and thankfully.

We are all sympathetic to those, particularly the ladies, who have complaints about one thing or another. Make it your business to designate someone to be responsible for these complaints; please do not pass the buck.

One of the best advertisements for your store is to have the ladies tell their friends how promptly and how very nicely you were able to take care of their problems.

4th TRUTH

Let Truth, above all things, permeate through you to your staff. If you, or any member of your staff, have any doubt in mind as to the

function of any article you are offering for sale, get the right information; it is available for you. Being Truthful at all times will take its part in the building of further success to your business.

In cementing the FOUR CORNER STONES for "BUILDING FOR THE FUTURE", namely, CUSTOMER GOODWILL KNOWLEDGE SERVICE TRUTH

will, if practised and built into your business, complete a structure of confidence and success.

ASHDOWN APPOINTMENT

Winnipeg—Alex Kyle who for some time has been manager of the Saskatoon Hardware Company Limited, has been appointed sales manager at Winnipeg of The J. H. Ashdown Hardware Co., Ltd. Mr. Kyle succeeds R. O. Daykin who is leaving to reside in Vancouver in order to look after his interests.

Mr. Kyle was born in Winnipeg. After graduating from public and high schools he began his hardware career in Ashdown's Wholesale in Winnipeg as a boy. A short time later he was transferred to the Winnipeg Retail where he spent almost ten years, during which time he acquired a splendid knowledge

of every branch of the hardware trade. Mr. Kyle was then transferred to Ashdown's travelling staff and for 14 years sold goods in Winnipeg and various country territories. In 1946 he became manager of the Saskatoon Hardware Company.

Mr. Kyle has always been interested in hockey, baseball and golf and is a good amateur player of these games. He is a member of the Saskatoon Rotary Club

Bookhalter Coat & Dress Co.

Men's, Boy's and Children's Wear

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Novelty Cushions and Handkerchiefs

Direct from Factory to You

Stock always on hand.

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Manitoba

COMPLIMENTS OF THE SEASON ...

TO THE RETAIL MERCHANTS ASSOCIATION
& MEMBERS ON 34 YEARS OF PROGRESS FROM

KAYS
LIMITED
WHOLESALE

Dry Goods & Clothing

ss

245 McDERMOT AVE.

WINNIPEG, MAN.

Robin Hood
FLOUR

MILLED FROM WASHED WHEAT

So Long as There are Walls

Nobody has to point out that grocery stores are important — everybody has to eat. And people have to wear clothes and shoes, and employ the services of doctors, dentists, and even plumbers once in a while. But how many people have stopped to consider the importance of the ordinary small town hardware store to its community?

Chances are that even the hardwareman himself, busy as he is with buying and selling, paying for goods and being paid in his turn, seldom has sat down and considered his own importance. Just think; where would the homes of any community of any size be without a handy hardware store around the corner? What would the homes look like, what kind of a job would they make of keeping the family running smoothly?

Let's get at it this way. Go over the average home from cellar to attic and try to find a single room in which hardware store merchandise is not essential. There isn't one, from top to bottom, from front door to back. Even the garage and the dog's kennel can't escape their dependence upon the completeness of some hardware store's stock.

Whenever the question of hardware business stability is raised it might be a good idea just to take a hardware inventory of the questioner's own home. That should answer his doubts. It proves that so

long as there are people living inside four walls and under a roof there will be a profitable hardware business.



Greetings

R.M.A.

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MAKE THE MOST OF YOUR STAY IN THE CITY BY VISITING GAULTS MODERN WAREHOUSE, WHERE A WARM WELCOME AWAITS YOU. OUR MANY DISPLAY IDEAS CAN HELP YOUR BUSINESS.

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Winnipeg, Man.



Distributors of

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RADIO

Dominion Board Special Meeting

The Dominion Board of the Retail Merchants Association of Canada, Inc. met at the Fort Garry Hotel on Dec. 8th and 9th, 1947. Special consideration was given by the Board to adjusting its administrative policy so that more appropriate facilities will be provided for the successful operation and expansion of National Trade Divisions.

A National Legislative Committee under the Chairmanship of Mr. S. A. Boswell, President of the Ontario Branch, was appointed, with full authority to deal with proposed changes in administration and to report to the Annual meeting of the Board to be held early in the New Year.

Mr. H. R. Renault, Dominion President, stated that reports from the Provincial representatives indicated a greater interest on the part of retail distributors in the National and International problems now confronting our Government.

The recent protest registered by the Manitoba Branch of the Association in regard to the curtailment of imports as same apply to fresh fruits and vegetables, received the full support of the Dominion Board. Commercial rental controls, ceiling and equitable quotas on some commodities now on the restricted import list are also receiving the attention of the Association's Dominion Board.

Delegates to the meeting were: Dominion President, H. R. Renault, Fernand Boisseau, National Administrative Secretary, A. G. Frame, National Trade Section Secretary, Leonce Beaudry, Quebec President, S. A. Boswell, Ontario President; J. H. Nimmo, Ontario; Reg Carter, Saskatchewan President, E. B. Smith Past-President; Ross E. Walker Saskatchewan Secretary - Manager; A. C. MacKay, Alberta Secretary W. P. Clayton, Alberta; E. W. Stevens, Manitoba President, F. M. Boxall, Manitoba Secretary.

Trends

Scanning the business horizon, Hardware and Metal and Electrical Dealer editors find signs of change, significant developments. Here is the cream of their observations for quick, easy reading. Here are **TRENDS**

worth watching.

- The "new look" for refrigerators involves cabinet trim and interior fittings (hydrator pans, freezer compartment doors, foot scuff and finger plates, shelf guards) of Rigidized Metal. It's a stainless steel surface made up of hundreds of tiny facets which give the appearance of a woven texture. Kelvinator and Leonard home freezer units are using it and a new Frostair refrigerator just out in the U.S. has it.
- Asphalt shingle and rolled roofing production in Canada was down slightly (15,016 squares) this September from September, 1946; but for the first nine months' total, the score is up nearly a million (978,028 squares).
- Potential market for radio receivers is much bigger than it was before the war, "due to a new industry concept of 'saturation,'" says Max F. Balcom, president of the Radio Manufacturers' Association in the U.S. The old objective of a radio for every family has been more than 90% achieved, he said; but the new aim of a radio for every room (average, four per family) stands only 37.5% covered.
- Personal expenditures by Canadians on consumer goods and services went up from \$3,714,000,000 in 1938 to \$7,495,000,000 in 1946, according to government report. Here's a partial breakdown:

	1938	1946
	millions	millions
Food	\$917	\$1,948
Clothing	419	1,032
Household operation and utilities	264	903
Tobacco and alcoholic beverages	264	803

P.S. — Canadians are also earning more today: national income in 1938, \$3,972,000,000; in 1946, \$9,464,000,000.

- The iron and products group led the way among all classifications of merchandise imports into Canada for the first nine months of this year. It's up from \$340.3 millions in 1946 to \$564 millions. So far this year, Canada has bought more than she did last year from the United States, Argentina, Cuba, Guatemala, Venezuela, India, British Malaya, and New Zealand; less from Australia, Bolivia, Colombia and Mexico.
- One third more steel than last year is on its way to consumers in the United States according to preliminary reports. Larger tonnage quotas in the face of unabated demand, however, seem remote for 1948. Aluminum and magnesium are still benefitting from the excessive demand to get their feet in the door as substitutes.

WHERE WOULD YOU BUY?

Even as the ink was drying on another editorial on this page that makes a case for the importance of the hardware business to everyday living, the thought occurred that it may be this very essentiality which is inviting nonhardware stores to horn in on hardware lines. They can see the day coming when people will decide what to buy on the basis of what they most need, and major hardware and electrical lines qualify under these terms.

Meantime, at least in bigger Canadian communities, service stations are opening spacious, glass-fronted showrooms filled with refrigerators, electric ranges, small appliances, radios, boats, outboard motors, sporting goods, and what-have-you. Sept. 20, Hardware and Metal's "Trends" reported a plan by Goodyear Tire and Rubber Co. in the United States to set up 430 company-owned stores and 80,000 franchised dealers with major and small appliances, housewares, sporting goods, etc. It's a trend that's worth watching and worrying about.

It's also one about which something must be done. But what? Nobody can make a law that will reduce competition in such-and-such a line of business. Not in a country which boasts freedom of enterprise.

Hardware and electrical dealers who have thought and talked about this have come to but one conclusion: the new competitors have to be beaten at their own game. They have to be out-displayed, out-advertised, out-merchandised in every way. The public must not be allowed to get used to going somewhere other than to a hardware or legitimate appliance store for kitchen and household equipment. It's an unwise shepherd that lets his sheep stray out of his fold.

But looking at it from the public's point of view, it must be admitted that customers take their business where they are led to expect best, most up-to-date service. And what leads them to expect this but clean, neat, modern premises, courteous, well-inform-

ed salesmen, a good selection of the latest nationally advertised merchandise? On that basis, and as a member of the buying public, where would you go to buy a new electric iron — to a hardware and electrical store that looked like a country general store, or to a shiny, new service station salesroom?

ATTENTION!

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MANUFACTURERS

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This Manual is intended to be used solely as a guide to the dealer in determining the value of USED ranges, refrigerators, vacuum cleaners and washing machines.

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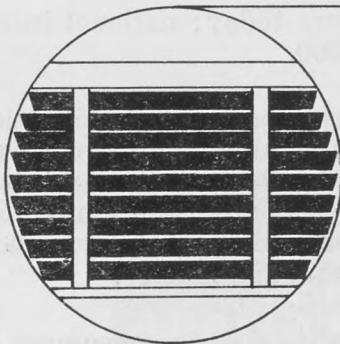
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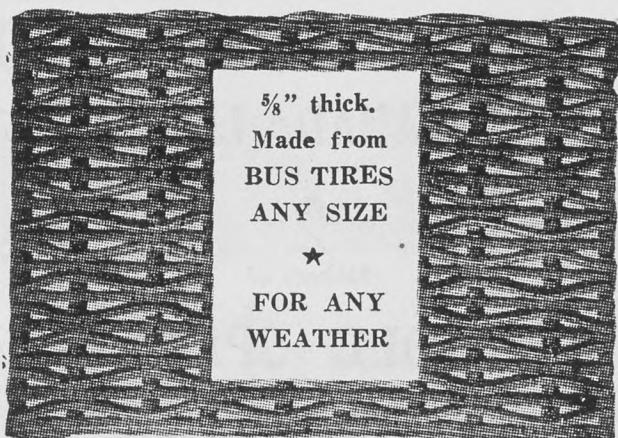
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Commercial and Industrial **RUBBER MATS**



**5/8" thick.
Made from
BUS TIRES
ANY SIZE
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FOR ANY
WEATHER**

1/4" FLEXIBLE MATS
Watson Patent

Any size or shape to suit your own pattern for indoor use only, such as RUNNERS and personal use when standing at machines on hard floors.

\$1.25 per square foot,
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**STAIR TREADS [hinged on one side]
HOUSEHOLD DOOR MATS AT USUAL
BARGAIN PRICES**

FRANK WATSON *The Mat Maker*

334 Smith Street

Phone 98 679

WINNIPEG

RMA Necessary to Your Business - Because:

The R.M.A. represents the interests of ALL Retail Merchants across the entire Dominion, with offices in every province, and is in continual contact with Government Agencies in the matter of Control, Prices, Supply, Rules and Regulations.

The R.M.A. speaks for YOUR business in Government affairs, ensures that YOUR business gets fair and just treatment, whether the question be one of policy, supply, rationing, replacement of vital necessities, hours of business, or restrictions affecting your particular type of merchandising.

The R.M.A. is continually striving to improve conditions within the Retail Industry, thereby it protects and promotes YOUR Business. The R.M.A. will continue to represent YOUR best interests.

No Merchant can afford to be without the Retail Merchants Association. This has been proven times without number, because no Merchant, or small group of Merchants can speak with any degree of authority for the whole Retail trade. THE R.M.A. SAN:—because it represents Retailers of every classification, in every Province, striving to serve, protect and promote the interests of the Group of which YOUR store is a part.

The R.M.A. insures YOUR investment in business, by improving the conditions under which the Government rules YOU MUST operate.

You should place the R.M.A. on YOUR payroll as a legitimate expense, this is so small, and the service rendered is so great, you will find it a valuable investment.

You know other successful business men who belong to their Association because they have proven it to be good business, and because they want to do their part to improve the conditions of the industry from which they make their money.

At group meetings, held frequently as necessity demands, new and practical ideas are passed around by the members of your own group. Your problems are alike, you can solve them together.

The problems facing Merchantmen are greater today, than in any previous age, and to succeed, a Retail Merchant must keep fully informed as to restrictions, regulations, etc.

If you decline to take membership, other specialists in your line of businesses will have an advantage you do not possess.

Other Retail Merchants are your friends, and are desirous as you are to maintain the highest standard of efficiency and business ethics, and are ready to exchange ideas with you.

THERE CAN BE NO COMPROMISE: with National security imperilled, there can be no other honourable course than absolute conformation to Governmental requirements.

**DON'T GET BEHIND YOUR ASSOCIATION—
GET IN IT !**

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Hams and Bacon

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IT'S A PLEASURE to shop in modern RED & WHITE food stores they offer you so many advantages. The RED & WHITE brands are tops in quality! Our Policy of treating each customer as a "guest" has won us many true and loyal friends.

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 Permit No. 4646
 WINNIPEG

A Matter of Good Taste - and Good Business!

SELL HUNTER'S



**Potato Chips
 Marmalade
 Hot Chocolate
 Mince Meat
 Cheese
 Grated Cheese**

HUNTER'S MFG. CO., LTD. WINNIPEG

Samuel H. Gilfix & Co., Ltd., Distributors
 Toronto — Winnipeg — Vancouver



Mr. Grocer:

Below is a list of our **DAINTIMADE XMAS GOODS**, which will give you a nice profit and a quick turnover. If you would like samples or a display in your store please let our salesman know.

	Retail Price	Your Cost	Your Profit	Retail Price	Your Cost	Your Profit	
1. (a) Special Festival Ring (approx. 3 lbs. in Holly Box. This cake is of the highest quality and contains only choice nuts, fruits, new laid eggs and creamery butter. A cake you will be proud to serve your friends,	2.75	2.20	.55	5. (a) Rich Dark Fruit Slab, almond iced & decorated, one of our most popular cakes (approx. 5 lbs.) economical & delicious Xmas cake,	3.00	2.40	.60
(b) Same cake as above, almond iced & decorated, wrapped in cello & in Holly Box, (aprox 3½ lbs.,	3.25	2.60	.65	(b) Same cake as above (approx. 2½ lbs.), almond iced & decorated,	1.50	1.20	.30
2. (a) Festival Slab (approx. 4 lbs.) Xmas motto on top & Xmas box. A cake of exceptional quality.,	3.50	2.80	.70	6. (a) Dark Xmas Fruit Bar, (approx. 4½ lbs.) not iced, a cake of exceptional quality & value,	2.75	2.20	.55
(b) Same cake as above, (approx. 2 lbs.),	1.75	1.40	.35	7. (a) Dark Xmas Fruit Bar (approx. 5 lbs.), almond iced & decorated & in Holly Carton,	3.25	2.60	.65
3. (a) Festival Slab, almond iced & decorated & in Xmas carton, (approx. 4 lbs. 12 oz.),	4.00	3.20	.80	8. (a) Light Xmas Fruit Bar, (approx. 4¼ lbs.) not iced, excellent quality,	2.50	2.00	.50
(b) Same cake as above (approx. 2½ pounds),	2.00	1.60	.40	9. (a) Light Xmas Fruit Bar (approx. 5 lbs.), almond iced & decorated, in Xmas Box,	3.00	2.40	.60
4. (a) Rich Dark Fruit Slab, not iced, (approx. 4 lbs.), Cello wrapped & in Holly Box,	2.50	2.00	.50	10. Christmas Puddings, in bowls, excellent quality.			
(b) Same cake as above (approx. 2 lbs.) not iced, Xmas motto on top & in Xmas Box,	1.25	1.00	.25	(a) 1 lb. size,55	.44	.11
				(b) 2 lb. size,	1.00	.80	.20
				11. Christmas Puddings without bowls excellent quality.			
				(a) 1 lb. size,45	.36	.09
				(b) 2 lb. size,90	.72	.18

CANADA BREAD

Phone
 37-144